



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER
8899 EAST 56TH STREET
INDIANAPOLIS, INDIANA 46249-5301



PCRE-B

27 February 2003

MEMORANDUM FOR COMMANDANT, US ARMY INTELLIGENCE CENTER AND
SCHOOL, FORT HUACHUCA, AZ 85613

SUBJECT: Career Management Field (CMF) 33 Review and Analysis

1. Reference: Memorandum, HQDA, DAPE-MPE-PD, 4 February 2003, SUBJECT: Memorandum of Instruction for the CY03 Master Sergeant Selection Board.
2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 33 submits this Review and Analysis to assist you in executing your duties as proponent for MOSs within this CMF.
3. Competence assessment. This promotion board considered primary zone and secondary Zone soldiers as one group. Overall, NCOs in the 33 CMF were highly competitive for promotion. The best qualified in both zones were those soldiers who had a record of sustained success in difficult and demanding positions requiring both technical competence and strong leadership skills. The least qualified were those soldiers whose career demonstrated a pattern of non-performance in grade or positions demanding either technical competence or strong leadership skills.
 - a. Primary zone.
 - (1) Performance and potential. It was evident that NCOs are seeking responsibility through Drill Sergeant opportunities, platoon sergeant slots, and maintenance NCOIC positions.
 - (2) Utilization and assignments. There seems to be limited leadership opportunities coded "33". It appears too many soldiers are staying away from or avoiding troop leading positions.
 - (3) Training and education. CMF 33 soldiers generally work on opportunities for self-improvement through a variety of correspondence training and various types of certifications. Because of the technical nature of the MOS, many within the CMF had many types of "journeyman" certifications through corporations. Also, many had some type of college ranging from Associates to Masters degrees.

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(4) Physical Fitness. In general, APFT scores exceed the Army standard. Many NCOs consistently receive the physical fitness badge and many are demonstrating excellence with high physical fitness scores annotated on NCOERs. Soldiers are also participating in sports and athletics beyond the required APFT. These additional activities included: Nijmegen, Bataan Death March, triathlons, 10K races, participation in post-level sports, etc.

(5) Overall career management. NCOs sought opportunities such as the Drill Sergeant program and other leadership positions. Continued emphasis in professional development programs such as Sergeant Morales and/or Audie Murphy is encouraged. Many took the time to update their photo, but more than half of those in the secondary zone had a SSG photo.

b. Secondary zone: The primary and secondary zones were considered the same with no differences in performance and potential. NCOs in the secondary zone proved to be as competitive, if not more so, than those in the primary zone. There were more NCOs from the secondary zone with old photos or photos not in their current grade.

4. CMF structure and career progression assessment. As stated earlier, there appears to be too few leadership opportunities for the 33W CMF, based upon the NCOERs and files that were reviewed by this board. Apparently, there are fewer opportunities available in non-33W slots within the MI Field.

5. Recommendations.

a. Update Photos. Insure photos are in current grade and no older than 5 years. This should be highly emphasized as the board reviewed files with far too many SSG photos.

b. Raters and senior raters should ensure their comments match the boxes checked. A "promote below the zone" comment with a 2 or 3 block checked for potential is confusing. Also, if a soldier receives UCMJ action, a comment needs to be included on the NCOER.

c. Insure Rating Officials of NCOERs understand that they are writing the NCOER for a selection board. They should understand the difference between fully capable and among the best. Do not use acronyms that may be unfamiliar to non-MI personnel. Excellence bullets should be justified and quantifiable.

d. CMF structure and progression. Military Intelligence must find and document more opportunities for leadership positions for 33 CMF. The series contains very capable and technically competent NCOs. Many are used in Signal or Ordnance type jobs, e.g. computer network operations or computer system maintainers, due to the high degree of technical required training.

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e. Schooling. Document performance as a student in the NCOER following the completion of a significant school, especially excellence. Make it easy for the board to locate these events and give the performance the proper consideration.

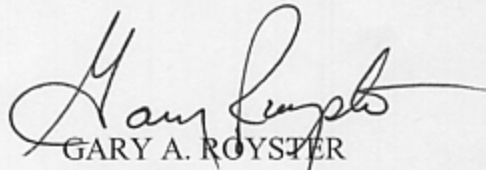
f. Order of Bullets within the NCO-ER. Rank order the bullets in the competence section of the NCO-ER. This is extremely helpful when attempting to locate and identify those events that were significant, i.e., selection for Audie Murphy, recognitions received, etc.

g. Other observations.

(a) In several instances a soldier received a 2 block for potential by the senior rater (SR) and/or the fully capable block was checked by the rater, but the comments stated "promote ahead of peers", "promote immediately", or "promote now". These ratings confused board members and forced them to decide what the rater and SR were trying to convey.

(b) There are some instances where the rating looks really good, but the SR fails to comment on promotion potential. This causes the board members to question whether it was an oversight or was purposely done to convey a message.

6. CMF Proponent Packets. Overall quality was excellent. It gave a clear understanding of what was expected of NCOs in the CMF. It was quite evident it is very different from the other MOSs within the MI field.


GARY A. ROYSTER
COL, MI
Panel Chief



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MEMORANDUM FOR COMMANDER, US ARMY INTELLIGENCE CENTER AND
SCHOOL, FORT HUACHUCA, AZ 85613-6000

SUBJECT: Career Management Field (CMF) 96 Review and Analysis

1. Reference: Memorandum, HQDA, DAPE-MPE-PD, 4 February 2003, SUBJECT: Memorandum of Instruction for the CY03 Master Sergeant Selection Board.
2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 96 submits this Review and Analysis to assist you in executing your duties as the proponent for MOSs within this CMF.
3. Competence assessment. This promotion board considered primary zone and secondary Zone soldiers as one group. Overall, NCOs in the 96 CMF were highly competitive for promotion. The best qualified in both zones were those soldiers who had a record of sustained success in difficult and demanding positions requiring both technical competence and strong leadership skills. The least qualified were those soldiers whose career demonstrated a pattern of non-performance in grade or positions demanding either technical competence or strong leadership skills. Soldiers should be cautious about focusing on being strictly technicians or strictly leaders.
 - a. Primary Zone.
 - (1) Performance and potential. This board reviewed a very competitive group of senior noncommissioned officers. It was evident that the majority of the NCOs took a personal interest in ensuring their records were updated and prepared for the board. Many NCOs took opportunities to demonstrate their strong leadership and professional abilities by performing in special assignments such as Drill SGT, Recruiter, Instructor, EO Advisor, Observer Controller and special mission assignments.
 - (2) Utilization and Assignments. The NCOs held a very-diversified selection of assignments. They took jobs that were challenging, both technically and tactically, and career enhancing. The majority of NCOs appeared to be properly assigned and utilized by grade and PMOS throughout the CMF. Placing SFCs in First Sergeant/Detachment Sergeant or master sergeant equivalent jobs is encouraged. Very few NCOs were noted working outside their PMOS in non-MI related jobs.

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(3) Training and Education. Overall the level of civilian education was good. Most NCOs had at least some college education in their record. Very few were noted as having only 12 years/high school diploma or equivalent. It was apparent that despite the high OPTEMPO, NCOs are taking the opportunity to get a college education. It appears civilian education is emphasized over military education. There were a few that participated in the UGIP or PGIP programs. Many of the NCOs had completed Battle Staff Course. There were very few failures in the military school environment.

(4) Physical Fitness. In general, APFT scores exceed the Army standard. Many NCOs consistently receive the physical fitness badge and many are demonstrating excellence with high physical fitness scores annotated on NCOERs. Soldiers are also participating in sports and athletics beyond the required APFT. These additional activities included: Nijmegen, Bataan Death March, triathlons, 10K races, participation in post-level sports, etc.

(5) Career Management. NCOs are taking responsibility for their careers. They are accepting the tough jobs and are serving well in leadership opportunities. They covered a wide variety of career enhancing jobs, which was viewed favorably by the board. There was also a good mix of tactical and strategic assignments.

b. Secondary Zone: The primary and secondary zones were considered the same with no differences in performance or potential. NCOs in the secondary zone proved to be as competitive, if not more so, than those in the primary zone. There were more NCOs from the secondary zone with old photos or photos not in their current grade.

4. CMF Structure and career progression assessment.

a. MOS compatibility with CMF. With seven different MOSs within the CMF and each with its own unique requirements, there are still ample leadership positions. Most NCOs appeared to be well rounded in their fields with a combination of training and leadership positions.

b. Suitability of standards of grade and structure. The 96 CMF seems structured adequately to provide ample opportunity for soldiers to serve in a variety of positions. The grade structure is consistent with other CMFs.

c. Assignment and promotion opportunity. As previously discussed, NCOs are taking the opportunities for the special assignments and doing extremely well. We need to increase participation in Audie Murphy/SGT Morales boards.

d. The overall health of CMF 96 is outstanding.

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5. Recommendations.

a. Update Photos. Insure photos are in current grade and no older than 5 years. This should be highly emphasized as the board reviewed files with far too many SSG photos. If a photograph is old (SSG photo, SFC photo from 2 or 3 years ago, etc) it portrays to the board that the soldier may not be overly concerned about getting promoted. If also causes the board to question how the soldier, if promoted and made a First Sergeant, would ensure subordinates update their files.

b. Insure Rating Officials of NCOERs understand that they are writing the NCOER for a selection board. They should understand the difference between fully capable and among the best. Do not use acronyms that may be unfamiliar to non-MI personnel. Excellence bullets should be justified and quantifiable.

c. Schooling. Document performance as a student in the NCOER following the completion of a significant school, especially excellence. Make it easy for the board to locate these events and give the performance the proper consideration.

d. Order of Bullets within the NCO-ER. Rank order the bullets in the competence section of the NCO-ER. This is extremely helpful when attempting to locate and identify those events that were significant, i.e., selection for Audie Murphy, recognitions received, etc.

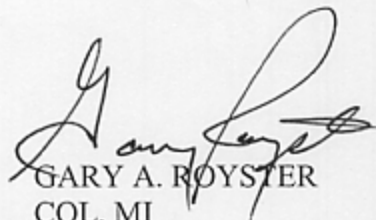
e. Other observations.

(1) In several instances a soldier received a 2 block for potential by the senior rater (SR) and/or the fully capable block was checked by the rater, but the comments stated "promote ahead of peers", "promote immediately", or "promote now". These ratings confused board members and forced them to decide what the rater and SR were trying to convey.

(2) There are some instances where the rating looks really good, but the SR fails to comment on promotion potential. This causes the board members to question whether it was an oversight or was purposely done to convey a message.

6. CMF Proponent Packets.

a. Overall quality. Excellent packet.


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MEMORANDUM FOR COMMANDER, US ARMY INTELLIGENCE CENTER AND
SCHOOL, FORT HUACHUCA, AZ 85613-6000

SUBJECT: Career Management Field (CMF) 98 Review and Analysis

1. Reference: Memorandum, HQDA, DAPE-MPE-PD, 4 February 2003, SUBJECT: Memorandum of Instruction for the CY03 Master Sergeant Selection Board.
2. In accordance with the reference memorandum, the selection board panel reviewing records for CMF 98 submits this Review and Analysis to assist you in executing your duties as the proponent for MOSs within this CMF.
3. Competence assessment. This promotion board considered primary zone and secondary zone soldiers as one group. Overall, NCOs in the 98 CMF were highly competitive for promotion. The best qualified in both zones were those soldiers who had a record of sustained success in difficult and demanding positions requiring both technical competence and strong leadership skills. The least qualified were those soldiers whose career demonstrated a pattern of non-performance in grade or positions demanding either technical competence or strong leadership skills. Soldiers should be cautious about focusing on being strictly technicians or strictly leaders.
 - a. Primary zone.
 - (1) Performance and Potential. There appeared to be ample opportunities for soldiers to pursue duty positions that demand strong technical skills and challenge them as leaders. NCOs in special programs do not lose the opportunities to work in position that demand strong technical skills and challenge them as leaders.
 - (2) Utilization and Assignments. NCOs have ample opportunities to achieve a balanced mix of ECB and EAC experience. NCOs should continue to seek and strive to be successful in special duty assignments and programs such as Drill Sergeant, AC/RC, ASAS Master Analysts, MECCAP, MINSAP, UGIP, and PGIP. NCOs should avoid long periods in duty positions outside the career field.

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(3) Training and Education. Given the many opportunities for continuing professional and personal growth through education and training (resident courses, on-line courses, ACCP, and off-duty civilian education), NCOs should take maximum advantage of those opportunities especially given the increasing demands of our highly technical career fields.

(4) Physical fitness. In general, APFT scores exceed the Army standard. Many NCOs consistently receive the physical fitness badge and many are demonstrating excellence with high physical fitness scores annotated on NCOERs. Soldiers are also participating in sports and athletics beyond the required APFT. These additional activities included: Nijmegen, Bataan Death March, triathlons, 10K races, participation in post-level sports, etc.

(5) Overall Career Management. The files of the majority of the NCOs in the zone of consideration indicate they have made efforts to seek out and succeed in the tough, demanding positions within the CMF. The majority of them strive for a sense of balance, or at least exposure to ECB and EAC levels of the Army. The condition of the records of the majority of NCOs in the zone indicated the NCO had taken an interest in ensuring their file was up to date (current photo, reviewed PQR, letters to the president of the board addressing missing documents or problems with the file).

b. Secondary Zone. NCOs in the secondary zone were considered as competitive for promotion as those in the primary zone. It was the overall impression of the board that even though they did not have as much time in service or time in grade, their careers reflected a pattern of proven success in positions that demanded leadership and strong technical competence. In general, the records reviewed by the board of these NCOs were in good shape. Often, the secondary records were better than the records in the primary zone. This is indicative of the attention they have paid to the overall management of their career to date.

4. CMF Structure and Career Progression Assessment. The CMF, as currently structured, offered adequate opportunities for soldiers in all five feeder MOSs for promotion to 98Z50. The current movement with the 98 CMF to consolidate 98G/98H and 98J/98K should not adversely affect NCOs opportunity for promotion to MSG. In fact, it has the potential to improve opportunities for NCOs to broaden their assignment patterns. This is especially true for those MOSs, that are traditionally locked into ECB or EAC positions. This should increase the opportunities to excel in those positions demanding both technical competence and leadership skills. It should also help to erase some of the artificial boundaries that currently exist between the MOSs.

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5. Recommendations.

a. CMF Structure and Career Progression. Continue with the current efforts to reduce the number of MOSs in the career field through the planned mergers. Careful attention must be taken to ensure that positions for 98Z50 are not lost in the process. Any lost positions would serve to limit the promotion opportunities from what they are today.

b. Other. The NCO-ER continues to be the principal document used by the board when determining the NCO's potential for promotion. Some of the areas which could be improved are:

(1) Job Descriptions. Need to clearly outline the number of people the NCO is responsible for, people, the equipment/facilities, and dollars they have control. In non-standard job descriptions, or positions requiring a great amount of technical skill, a consorted effort should be made to equate it to the standard, well understood positions of Squad Leader, Platoon Sergeant, Operations Sergeant, First Sergeant, etc. It is important for raters and senior raters to remember that they are writing the NCO-ER for the board and that all panel members are not familiar with the responsibilities of some of our more technical duty positions.

(2) DPLT. For language dependent MOSs include the most recent DPLT score in the NCOs control language. Absence of this score leaves the board with the impression that the NCO is not meeting the standard.

(3) APFT. Inclusion of the APFT score when it is above 270, or the NCO qualifies for the PT Badge.

(4) Schooling. Documentation of performance as a student in the NCOER following the completion of the school, especially excellence, made it easy for the board to locate these events and give the performance the proper due consideration.

(5) Order of bullets within the NCO-ER. Rank order the bullets in the competence section of the NCO-ER was extremely helpful when attempting to locate and identify those events which were significant, i.e., selection for Audie Murphy, recognitions received, etc.

(6) Senior Rater Comments. On the NCO-ER this was a significant input into the boards determination of the NCO's potential. Senior raters need to ensure that their comments support their numerical score and not send a mixed signal. Comments of "promote now" with numerical score of 2 or 3 in potential leave the board wondering what is the NCOs true potential.

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(7) There are some instances where the rating looks really good, but the SR fails to comment on promotion potential. This causes the board members to question whether it was an oversight or was purposely done to convey a message.

6. CMF Proponent Packages

a. Overall quality. Excellent proponent package. It provided a concise snapshot of each MOS in the CMF and duty positions an NCO could expect to hold within the CMF.

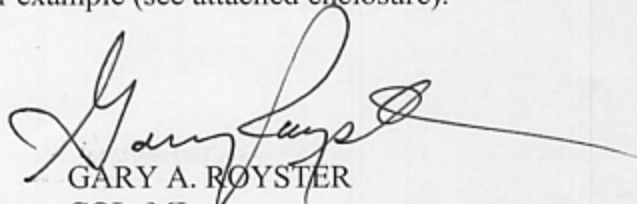
b. Recommendations

(1) The career development models were not particularly useful. It contained too much information for the board to assimilate in the time allotted. They were also grouped at the end of the binder instead of after each MOS. The placement of them after the discussion of the MOS would have been more user friendly.

(2) Discussions of Great Skills programs and special mission units were good but tended to get lost in the detail of the overall packet. More helpful would have been to place the duty position translations/equations in the MOS/CMF sections where they are most likely to apply.

(3) A word picture of the proponent's concept of the fully qualified 98Z50 would have been useful. This would give the board a clear picture of what is required for success at the level being considered and have the potential to reduce bias brought in by panel members' personal history.

(4) Development of a graphic that captures how the proponent views certain duty positions for each MOS. For example (see attached enclosure).


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